



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

S: 1 September 2003

ATCS-S

12 AUG 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Safety and Occupational Health Program

1. References:

a. Memorandum, Secretary of Defense, May 19, 2003, subject: Reducing Preventable Accidents (enclosed).

b. Memorandum, Under Secretary of Defense, June 11, 2003, subject: Reducing Preventable Accidents (enclosed).

c. Memorandum, Assistant Secretary of the Army, Installations and Environment, July 2, 2003, subject: Safety and Occupational Health (enclosed).

d. AR 385-10, The Army Safety Program, 29 February 2000.

2. The keystone to success in safety and accident prevention is visible, involved leadership and command support. Qualified safety and occupational health officials with direct unimpeded access to commanders are valuable members of our team.

3. Commanders must personally review their safety and accident prevention programs and initiatives to ensure soldiers, civilians, and family members are not exposed to unnecessary risk. As a minimum, your review should address the following program specifics:

a. Is a qualified command safety and occupational health official appointed as a special staff member?

b. Does the designated safety and occupational health official report directly to you, the commander?

c. Is the safety office organized and staffed to effectively administer the safety program?

d. Are sufficient resources provided to execute the safety responsibilities?

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e. Are additional duty safety personnel appointed and trained to augment the professional safety staff?

f. Are safety and occupational health advisory councils established and functioning?

4. The preservation of the lives and well-being of our soldiers and Army civilian workers is absolutely essential in sustaining a motivated, well-trained Army and serving the needs of our nation. Strong command interest, discipline, and high standards will effectively reduce accident rates. Request you provide this headquarters an assessment of your safety program with specific attention to the above questions **NLT 1 September 2003**. The TRADOC Safety Office stands ready to assist you with developing a sound Safety and Occupational Health Program.

3 Encls



ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

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SUBJECT: Safety and Occupational Health Program

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SUBJECT: Safety and Occupational Health Program

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THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
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DIRECTOR, FORCE TRANSFORMATION  
DIRECTOR, NET ASSESSMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.



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UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

JUN 11 2003

PERSONNEL AND  
READINESS

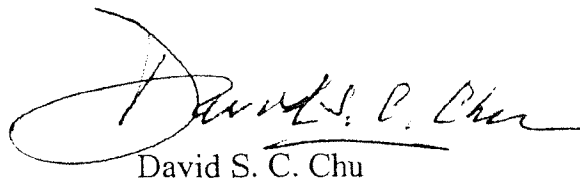
MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
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DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

Secretary Rumsfeld has challenged all of us to reduce both the number of mishaps and the accident rates by 50% in the next two years. I am establishing a DoD Safety Oversight Council (DSOC) to provide governance of our accident reduction efforts. Attached is the draft DSOC Charter.

I have asked the Secretary to address the first meeting of the DSOC in late-June. This initial meeting will focus on plans and ideas to reduce preventable accidents. To that end, I ask that each DSOC member come prepared to discuss specific initiatives to reduce accidents and time lost due to injuries for immediate implementation.

Mr. Joseph J. Angello, Jr. will provide the administrative details for the DSOC meeting by separate memorandum. He can be reached at 703-693-5587 or by email at: [Joseph.Angello@osd.mil](mailto:Joseph.Angello@osd.mil).



David S. C. Chu

Attachment:  
As stated



ENCLOSURE



DEPARTMENT OF THE ARMY  
ASSISTANT SECRETARY  
INSTALLATIONS AND ENVIRONMENT  
110 ARMY PENTAGON  
WASHINGTON DC 20310-0110

July 2, 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Safety and Occupational Health Resources

Department of Defense accident rates are on the rise. After years of continued downward trends, Army accident rates have increased substantially over the past three years. Noting that "world-class organizations do not tolerate preventable accidents," the Secretary of Defense has set a goal to reduce mishaps and accident rates by 50% over the next two fiscal years (see enclosed memorandum). The Army Leadership shares the Secretary of Defense's concerns about the increase in accidents and accepts the Secretary's goal.

The Army has recently initiated many new actions to institutionalize safety and risk management in Army culture and the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health) is in the process of developing Army strategy, initiatives, and metrics focused specifically to achieve Secretary Rumsfeld's goal. I will forward these to you in the near future. In the interim, it is essential that we posture ourselves to enable prompt and efficient execution of forthcoming mishap and accident reduction strategies, initiatives, and metrics. To reiterate Army requirements (further detailed in Army regulation 385-10), Commanders will:

- Designate a qualified command safety and occupational health official – as a member of the commander's special staff reporting directly to the commander - to exercise staff supervision of the command safety program.
- Organize and staff a safety office, under the direction of the command safety and occupational health manager, to organize and administer the command safety program.
- Provide sufficient funds and other resources to carry out safety responsibilities designated by regulation.
- Appoint, train, and qualify additional duty safety personnel to perform required safety and accident prevention functions in troop (company level or equivalent), industrial, and administrative units not staffed with full-time safety personnel.
- Establish a Safety and Occupational Health Advisory Council at MACOM, installation, and community levels to make recommendations to the commander and perform such additional safety and occupational health tasks as the commander or the council may direct.



I thank you for your assistance in providing the foundation we need to meet the Secretary of Defense's mishap reduction goal.



Mario P. Fiori

Enclosure

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Commander, US Army Europe & 7th Army, APO AE 09014 (AEACG)

Commander, Eighth U.S. Army, APO AP 96205 (EACG)

Commander, US Army South, PO Box 34000, Fort Buchanan, Puerto Rico, 00934-3400  
(ASCG)

Commander, US Army Forces Command, Fort McPherson, GA 30330-6000 (AFCG)

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Commander, US Army Special Operations Command, Fort Bragg, NC 28310-5200

Commander, US Army Pacific, Fort Shafter, HI 96858-5100 (APCG)

Commander, Military Traffic Management Command, 200 Stovall Street, Hoffman Bldg  
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Commander, US Army Criminal Investigation Command, 6010 6th Street, Fort Belvoir,  
VA 22060-5506 (CICG)

Commander, US Army Medical Command/The Surgeon General, 5109 Leesburg Pike,  
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Commander, US Army Intelligence and Security Command, 8825 Beulah Street, Fort  
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